

## APPENDIX G

### Supervisory/Management Competencies for QASAS Personnel

This appendix contains the competencies considered necessary for careerists as they progress to supervisory and managerial positions.

The table presents suggested grade(s) at which the careerist is expected to *first* need the competency along with the learning methodology suggested for the competency.

Competencies	GS-9	GS-11	GS-12	GS-13	GS-14	Learning Methodology
<b>LEADING CHANGE</b>						
1. <b>Vision</b> -Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.			X	X		Work Experience/ Self-Study
2. <b>External Awareness</b> -Identifies and keeps up-to-date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.			X	X		Work Experience/ Self-Study
Competencies	GS-9	GS-11	GS-12	GS-13	GS-14	Learning Methodology
3. <b>Creativity and Innovation</b> -Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.	X	X				Work Experience/ Self-Study
4. <b>Strategic Thinking</b> -Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.	X	X				Work Experience/ Self-Study
5. <b>Continual Learning</b> -Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.	X	X				Work Experience/ Self-Study
6. <b>Resilience</b> -Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.	X	X				Work Experience/ Self-Study
7. <b>Flexibility</b> -Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.	X	X				Work Experience/ Self-Study

Competencies	GS-9	GS-11	GS-12	GS-13	GS-14	Learning Methodology
8. <b>Service Motivation</b> -Creates and sustains an organizational culture, which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.	X	X				Work Experience/ Self-Study
<b>LEADING PEOPLE</b>						
9. <b>Conflict Management</b> -Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.		X				Self-Study/ ALMC/OPM/ Staff College
10. <b>Cultural Awareness</b> -Initiates and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.		X				Self-Study/ ALMC/OPM/Staff College
Competencies	GS-9	GS-11	GS-12	GS-13	GS-14	Learning Methodology
11. <b>Team Building</b> -Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.		X				Self-Study/ ALMC/OPM/Staff College
12. <b>Integrity/ Honesty</b> -Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.	X	X				Work Experience/ Self-Study
<b>BUILDING COALITIONS/COMMUNICATION</b>						
13. <b>Oral Communications</b> -Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.	X	X				Self-Study/ College/OPM
14. <b>Written Communications</b> -Expresses facts and ideas in writing clear, convincing and organized manner.	X	X				Self-Study/ College/OPM
15. <b>Influencing/Negotiating</b> -Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates win-win situations.		X				Self-Study/ College/OPM

Competencies	GS-9	GS-11	GS-12	GS-13	GS-14	Learning Methodology
16. <b>Partnering</b> -Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.			X			Self-Study/ College/OPM
17. <b>Political Savvy</b> -Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.			X			Work Experience/ Self-Study
18. <b>Interpersonal Skills</b> -Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.	X	X				Self-Study/ College/OPM
<b>RESULTS DRIVEN</b>						
19. <b>Accountability</b> -Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.		X	X			Work Experience/ Self-Study
Competencies	GS-9	GS-11	GS-12	GS-13	GS-14	Learning Methodology
20. <b>Problem Solving</b> -Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.		X	X			Self-Study/ College/OPM
21. <b>Decisiveness</b> -Exercises good judgement by making sound and well informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented.	X	X				Work Experience/ Self-Study
22. <b>Customer Service</b> -Balances interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.	X	X				Work Experience/ Self-Study

23. <b>Entrepreneurship</b> -Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.		X	X			Work Experience/ Self-Study
<b>Competencies</b>	GS-9	GS-11	GS-12	GS-13	GS-14	<b>Learning Methodology</b>
24. <b>Technical Credibility</b> -Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.	X	X	X			Work Experience/ Self-Study
<b>BUSINESS ACUMEN</b>						
25. <b>Human Resources Management</b> -Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.			X			College/OPM
26. <b>Technology Management</b> -Uses efficient and cost-effectiveness.	X					College/OPM